

*Handwritten:* ~~CONFIDENTIAL~~  
Firms

[Redacted]  
February 13, 1963

STAT

Mark Systems, Inc.  
175 So. San Antonio Road  
Los Altos, California

Dear Bernie:

Your letter of 8 February is in hand and you are right. Our work continues hectic and I had heard about [Redacted]

STAT

Would be glad to give you the \$1.50 tour (you've already paid \$1.00), buy you lunch in our new cafeteria, and tell you sea stories about [Redacted]

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Will expect you to appear to follow up on the planned action before 1 March. Best of luck and don't let the slings and arrows get you down. The satisfaction of creating something new, respected and useful is a great reward in itself.

Cheerio!

Arthur C. Lundahl

**MARK SYSTEMS, INC.**

175 SO. SAN ANTONIO ROAD, LOS ALTOS, CALIFORNIA

TELEPHONE 941-0850

8 February 1963

Mr. Arthur Lundahl



Dear Art:

It has been about two months since I visited you last. I phoned two weeks ago when I was in Washington, but, unfortunately, you were unavailable.

I hope that your new facility is now running smoothly and would sure appreciate the 50¢ tour the next time I visit Washington, which should be before March 1.

I would like to bring you up to date regarding the problems of getting a small company off the ground. The most agonizing part of it all is the length of time it takes a customer to give you a contract go-ahead from the time he has selected you as the successful contractor. I thought the government was difficult in these respects, but private industry is no better. The other difficult part is keeping a good balance of personnel and the right type of personnel required to build the company up by the bootstraps.

You undoubtedly have heard about [redacted] by now. I think [redacted] is a terrific man and can make a significant contribution. Unfortunately, [redacted] was a year too soon for our company, since he is not inclined to be a self-starter or a salesman. I have arranged any number of opportunities for [redacted] and gave him a month to relocate. All of this hurts because I know I am going to need [redacted] or someone like him in the near future.

The satisfying part of this whole business is the pleasure one gets in creating a high-quality, hard-hitting, respected company.

A MEMBER OF ALLIED RESEARCH ASSOCIATES INC.

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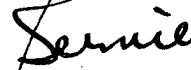
I have had a number of discussions with [redacted]  
and would like to have the opportunity of discussing [redacted] with you when I see you next.

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I see by the newspapers that the intensity of your operations hasn't subsided. I am sure that your success will increase the requirements for the Center's services.

Best regards.

Sincerely,



Bernard P. Marcus  
President